

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
APRIL 9, 1993, IN LISNER HALL  
ROOM 603

The meeting was called to order by Vice President French at  
2:20 p.m.

Present: President Trachtenberg, Vice President French,  
Parliamentarian Schechter, Captain-Hidalgo, Divita,  
East, Englander, Felts, Fowler, Gupta, Harrington,  
Hill, Mahmood, Morgan, Park, Robinson, Salamon,  
Schiff, Silber, Smythe, Vontress, and Wallace

Absent: Registrar Gaglione, Belknap, Carson, Cohn,  
Friedenthal, Frieder, Goulard, Holmes, Johnston,  
Keimowitz, Maddox, Miller, Mitchell, and Smith

APPROVAL OF MINUTES

The minutes of the regular meeting of March 12, 1993, were  
approved as distributed.

RESOLUTIONS

I. RESOLUTION 92/6, "A RESOLUTION ON RELIGIOUS OBSERVANCES DURING  
THE ACADEMIC YEAR"

On behalf of the Executive Committee, Professor Hill  
introduced a Substitute Resolution 92/6 which he distributed to the  
Senate. He explained that the Executive Committee amended the  
original resolution by adding the phrase "including permission to  
make up examinations" at the end of the Second RESOLVING clause,  
and by adding a Fourth RESOLVING clause as follows: "4. That the  
Administration continue to circulate to faculty by the last week of  
the previous semester a schedule of holidays observed by the major  
religions with the notation that student members of other religions  
and/or sects are also entitled to the same courtesies and  
accommodations." Professor Hill then moved the adoption of  
Substitute Resolution 92/6 and the motion was seconded. The  
President asked if there were any objections to Professor Hill's  
motion to take action on the substitute resolution today. No  
objections were made.

Professor Hill, speaking to the resolution, said that Vice President French had called attention to the increased number and diversity of religious holidays observed by students and faculty who are not members of major religious groups. The Executive Committee agreed with Vice President French that it was not fair to specify only major religious holidays when there are other religious holidays observed by other religious groups which should be entitled to the same accommodations. This resolution, he said, attempts to deal with the multiplicity of claims for such accommodation, but it does continue the present policy of deferring to the students' religious observances during the academic year. Professor Hill said that, whatever action the Senate might take on this resolution today, he wished to send a note of caution to the Registrar's Office. Some years ago the Senate adopted a resolution (72/10) relating to religious holidays which enjoined the Registrar from holding registration on the first and tenth days of the Jewish New Year; unfortunately, registration did occur on one of those days. Professor Hill urged the Senate to adopt the Substitute Resolution.

Professor Englander said that he had two concerns about this resolution. First, that the administration circulate this resolution to students so that they are aware of this new policy. Secondly, in the Third RESOLVING clause, the language "rescheduling" of missed classes implies that faculty could not have colleagues substitute for them. He moved that the Third RESOLVING clause be amended to read:

- "3. That faculty who intend to observe a religious holiday arrange at the beginning of the semester to re-schedule missed classes or ~~and~~ to make other provisions for ~~re-scheduling~~ their course-related activities;"

The motion was seconded. Professor Hill accepted the amendment on behalf of the Executive Committee.

Professor Divita spoke against the First RESOLVING clause because he said that many students do not get into classes until the second week of the semester. He moved that the First RESOLVING clause be amended to read:

- "1. That students notify faculty ~~during the first week of the semester~~ of their intention to be absent from class on their day(s) of religious observance at least three weeks prior to the planned absence;"

Professor Englander pointed out that some religious holidays, for example, Jewish Holidays, fall within the first two weeks of school. The amendment failed for lack of a second.

Professor Divita then recommended that an additional clause be added to request that the administration notify students of this policy through appropriate publications. He moved that a Fifth RESOLVING clause be added, as follows:

- "5. That the Administration convey this policy to students by including it in the schedule of classes and other places deemed appropriate."

The motion was seconded. Professor Schiff commented that this policy is fine until one teaches a class of 300 students when these problems multiply. He agreed that there are a number of students who do not come into class the first week of school and it is extremely difficult to make up classes when one deals with large classes. The question was called, and the amendment was adopted.

Professor Englander moved that the word "their" in the first sentence of the First RESOLVING clause be substituted for the word "the," so that the same would read: "1. That students notify faculty during "their" first week of the semester . . . ." The motion was seconded. A discussion followed by Professors Gupta, Silber, and Harrington. The question was called, and the amendment failed.

Professor Wallace offered an amendment to substitute the words "other religious groups" for the words "other religions and/or sects" in the Fourth RESOLVING clause since almost no one identifies themselves as a member of a "sect." The motion was seconded.

In referring to major religions, Vice President French said that he uses quotation marks around the word "major" because this is a judgment he would not wish to make, i.e., the disenfranchising of "major" from "minor" religious traditions. He also noted that the resolution would require his office to provide a much longer roster of religious holidays than ever before and would entitle the students to be self-defining in terms of their religious obligations, posing a problem especially for faculty who teach large classes as pointed out by Professor Schiff. Vice President French said that the increase in the number of religious observances is obviously a predicament facing the University; however, he thought this resolution was somewhat stronger than Resolution 71/36 which mandated that students be accorded on an individual basis the courtesy of absence on their traditional religious holidays without academic penalty. Vice President French

said that, while this resolution may represent sound policy, he wished to make it clear that he did not inspire this particular formulation of policy and is only an observer of the legislative work of the Senate.

Professor Morgan said he would like to move a revision of Professor Wallace's amendment which he thought would address one of Vice President French's concerns. He then moved that the Fourth RESOLVING clause be amended to read as follows:

- "4. That the Administration continue to circulate to faculty by the last week of the previous semester a schedule of religious holidays most frequently observed by our students ~~the major religions~~ with the notation that student members of other religious groups ~~religions and/or sects~~ are also entitled to the same courtesies and accommodations;"

Professor Wallace accepted the amendment. The question was called and the amendment was adopted.

Professor Schiff said that the point he was trying to convey earlier is that students must be notified over and over again and, therefore, this policy must be widely publicized because a large number of students will not be here during the first week of the semester.

Further discussion followed by Professors Silber, Schiff, Mahmood, Park, Englander, and Vice President French.

The question was called on the original motion, as amended, and Substitute Resolution 92/6 as amended, was adopted. (Substitute Resolution 92/6, as amended, is attached.)

#### INTRODUCTIONS OF RESOLUTIONS

No resolutions were introduced.

#### REPORT OF THE FISCAL PLANNING AND BUDGETING COMMITTEE ON ADMINISTRATIVE OPERATING AND SALARY EXPENDITURES. 1988-1993

Professor Smythe, Chair of the Fiscal Planning and Budgeting Committee, said that this report represented a "broad brush" picture of GW's fiscal landscape over the past five years. He said the Committee thought it important to have the big picture to see how the "micro" fits into the context of the "macro." Professor Smythe then made some general comments about the Report and Tables. (The Report and Tables dated April 2, 1993, are attached.)



A discussion followed by Professors Silber, Smythe, Mahmood, and Associate Vice President Schauss.

#### GENERAL BUSINESS

##### I. NOMINATION FOR ELECTION OF THE EXECUTIVE COMMITTEE FOR THE 1993-1994 SESSION

On behalf of the Nominating Committee, Professor Felts, Chair, moved the nomination for election of Professor Lilien F. Robinson (CCGSAS) as Chair of the Executive Committee for the 1993-94 Session. No nominations were made from the floor, and Professor Robinson was elected unanimously as Chair. Professor Felts then moved the nomination for election of Professors Mervyn L. Elgart (SMHS), Ernest J. Englander (SBPM), Robert J. Harrington (SEAS), Dennis H. Holmes (SEHD), Gerald P. Johnston (NLC), and Joseph Pelzman (ESIA), as the other six members. No nominations were made from the floor, and the nominees were elected unanimously.

##### II. NOMINATION FOR ELECTION OF FACULTY TO THE DISPUTE RESOLUTION COMMITTEE

On behalf of the Executive Committee, Professor Robinson moved the nomination for election of the following faculty to the Dispute Resolution Committee for three-year terms commencing May 1, 1993: Professors Peter P. Hill (ESIA), John Lobuts, Jr. (SBPM), Murray H. Loew (SEAS), Donald C. Paup (SEHD), and Patience H. White (SMHS). No nominations were made from the floor, and the nominees were elected unanimously. Professor Robinson then moved the re-election of Professor Roger E. Schechter (NLC) as Chair of the Dispute Resolution Committee for a one-year term, and Professor Schechter was elected unanimously.

##### III. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the nominations for appointment by the President to the following Administrative Committees: Judicial System: Clemmont E. Vontress (Chair), Charles M. Masner, Bonnie M. Sachs, Shahram Sarkani, and Jarrett M. Wise; University Hearing Board: Kim J. Hartswick, Jarrett M. Wise, Joseph A. Greenberg (alternate) and Muhammad I. Haque (alternate); Marvin Center Program Board: Jeffrey L. Stephanic; Marvin Center Governing Board: Nancy D. Johnson, Irving J. Katz, Charles E. O'Rear, and Bradley W. Sabelli; Committee on Student Publications: Jean Folkerts, Faye S. Moskowitz, Charles Puffenbarger, Ann Romines, and Mark Starik. No additional nominations were made from the floor, and the nominees were elected unanimously.

IV. REPORT OF THE EXECUTIVE COMMITTEE

The report of the Executive Committee by Professor Robinson, Chair, is enclosed.

V. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

No Annual Reports were received.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Englander requested that a resolution be prepared to honor Mike Jarvis, Coach of the GW's Basketball Team for his success, not only on the court, but also in terms of the academic work of the team. Professor Silber requested that this resolution also include Sheila Hoben, Academic Coordinator for Athletics for many years, for her good work and strong commitment to the academic responsibilities of the team. Professor Robinson indicated that a resolution of commendation would be placed on the Senate's agenda. Professor Mahmood commended the President for praising not only GW's Basketball Team, but the academic excellence of GW's faculty as well in a recent TV interview.

Professor Schiff commented that he had received a memorandum today from the Registrar, co-signed by Professor Silber, Chair, Committee on Administrative Matters as They Affect the Faculty. Attached to the memorandum was a list of grades from last semester with instructions to review the grades, in his case approximately 400, to make certain of their accuracy and to submit any changes to the Registrar's Office. Professor Schiff said he did not intend to do this as he was not a proofreader for the Registrar's Office. Professor Silber replied that this was in response to many requests to his Committee to devise some method of following up on grades reported to the Registrar to assure the grades were correct. He said the return of the grades to the faculty, as they have been recorded, now gives the faculty an opportunity to review them, if the faculty care to, and it also gives them a copy for the departmental files in case a problem arises. Professor Silber pointed out that the Senate passed a resolution some twenty years ago in this regard that is finally being implemented. He said there was no intention to make faculty into proofreaders but rather to give them a little more control over the grading process.

Professor Park, Chair, Appointment, Salary, and Promotion Policies Committee, noted that Vice President French has appointed a Special Committee, to consider amendments to the Faculty Handbook on various topics. One of the topics concerns compensation and total disability insurance. As it now stands, he said, there is a six-month provision for faculty to be continued on the payroll until disability insurance begins. However, there are different

distributions and benefits depending upon whether the faculty member is paid on a nine-month or twelve-month basis out of the same salary. He said that University counsel has advised the administration that because the University continues to make medical contributions over the summer, the three months in which the faculty receives no salary compensation could be counted in the six-month provision. Professor Park said that he will recommend to the ASPP Committee that the University adopt a uniform system whereby two-thirds of the annual salary be paid over a period of six months until disability insurance begins. He welcomed the advice of anyone who might have an interest or experience in this regard.

Professor Englander asked the President if he could update the Senate on the status of the proposed relocation of the Faculty Club and possible new restaurants. President Trachtenberg replied that negotiations with a well-known seafood restaurant in Boston fell through. He said he would ask colleagues in the Administration responsible for such matters to try to provide a written report to be distributed for the May Senate meeting on this subject.

Vice President French made reference to an article in the March 24th edition of the Chronicle of Higher Education which described Duke University's efforts to recruit black faculty members over the last five years. The goal of Duke University was to hire at least one or an additional black faculty member in each of its 56 departments within that five-year period. At the end of the five years, Duke discovered that in fact it had hired 19 new black faculty but lost 14 black faculty within that time period. Rather than having increased the number of black faculty by 56, the University had a net of 5. Vice President French said the Senate may recall his report last fall which indicated that GW had increased its number of black faculty by 4 between the last academic year and the present year. While the numbers are still well below what the University would desire, he said Duke's experience indicates the need for certain prudence in stating goals.

The President commented that as he was walking over to this meeting today he could not help but notice how beautiful the campus is. He wondered if a resolution could also be prepared to commend the Grounds Department for its splendid work.

Turning to another topic, President Trachtenberg said that, following the February Senate meeting, a few people mentioned to him that there was a misapprehension on campus that he was antagonistic to tenure. The President stated that he thought tenure could be improved and that much of what is happening in America today on and off campus will have an impact on tenure, but he, himself, is not antagonistic to tenure in principle. He said

he did not particularly plan to use GW as a pioneering institution with respect to the reformation of tenure, but it was his sense that in the next ten to fifteen years tenure will come under some re-examination by American Higher Education at large. President Trachtenberg said, "If things are going to stay the same, things are going to have to change."

Professor Hill expressed his appreciation for the fine work of Professor Robinson in chairing the Executive Committee this session. Professor Robinson received a round of applause from the Senate.

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 3:40 p.m.

A handwritten signature in cursive script, reading "J. Matthew Gaglione". The signature is written in dark ink and is positioned above the printed name and title.

J. Matthew Gaglione  
Secretary

SUBSTITUTE  
A RESOLUTION ON RELIGIOUS OBSERVANCES  
DURING THE ACADEMIC YEAR (92/6)

WHEREAS, University policy imposes an obligation on faculty to accommodate their classroom activities to specified days of religious observance and to extend to students the courtesy of absence without penalty on specified religious holidays; and

WHEREAS, claims for such accommodation have multiplied with the increasing number and diversity of religiously-observant students (as many as 43 religious holidays have been identified during the nine months of the academic year); and

WHEREAS, such multiplicity of claims make it impracticable, and their legitimacy makes it inappropriate, for the University to specify henceforth which of these holidays faculty should accommodate; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That students notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance; and
2. That faculty continue to extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations; and
3. That faculty who intend to observe a religious holiday arrange at the beginning of the semester to re-schedule missed classes or and to make other provisions for re-scheduling their course-related activities; and
4. That the Administration continue to circulate to faculty by the last week of the previous semester a schedule of religious holidays most frequently observed by our students ~~the major religions~~ with the notation that student members of other religious groups ~~religions and/or sects~~ are also entitled to the same courtesies and accommodations; and
5. That the Administration convey this policy to students by including it in the schedule of classes and other places deemed appropriate.

Executive Committee of the Faculty Senate  
Adopted, as amended, April 9, 1993



REPORT OF THE FISCAL PLANNING AND BUDGETING COMMITTEE ON  
ADMINISTRATIVE OPERATING AND SALARY EXPENDITURES, 1988-1993

In the summer of 1992 the Fiscal Planning and Budgeting Committee was asked by the Executive Committee to undertake a "study of administrative operating and salary expenditures in the context of the total University budget over the last five years." The present report is the Committee's response to this request. With the exception of the fund-raising data on pp. 10-13, the data here does not include the Medical Center, the expenditures for which are budgeted separately for most categories.

The gist of the report is contained in the tables accompanying this introduction. Beginning on page 3 are some comments accompanying the tables; these comments are intended to clarify and, in some cases, give the Committee's reaction to certain items in the tables.

### Background

In reviewing the information in the report it will be helpful to bear in mind some of the major features of the GWU fiscal landscape over the past five years:

1. Student enrollment has been more or less steady during this period (a net decrease of about 2%), with a decrease in undergraduate enrollment and a slight increase in graduate enrollment. Moderate shortfalls in undergraduate enrollments have led to a budgetary shortfall this year and are expected to produce a shortfall in previously projected revenues of about \$5 million next year.
2. Because of the dwindling size of the 18-year old cohort in the past five years, and the more severe impact of this on the Northeastern part of the U.S., a fierce competition has resulted among universities in the recruiting of undergraduates, particularly in GWU's "traditional" markets.
3. Tuition increases over the past five years have been quite substantial. Over this period, graduate student aid has increased at roughly the same rate as tuition, while total undergraduate student aid has increased considerably faster than tuition.
4. There has been an increasing tendency, at GWU and elsewhere, to contract out functions which universities believe can be more efficiently operated by firms specializing in these activities.
5. The slowdown in the commercial real estate market has had important consequences for the operation of GWU-owned property in Loudoun County. In particular, about \$1.2 million of debt service, originally projected to be paid from real estate profits, is now being shifted over a three-year period to the operating budget.

This list is far from exhaustive, but the main point should be clear: the operating environment for GWU and other universities has been quite different over the past five years from what many of us had become accustomed to. The Committee's report is intended in part to help familiarize members of the Senate with some of the fiscal implications of this new environment.

#### Suggestions and recommendations for follow-up study

The Committee believes that the work represented in this year's report is useful for informational purposes, but that more needs to be done. The changes over the past five years represent the implementation of a strategy placing high priority on undergraduate recruiting and financial aid; student services and amenities; and contracting out of auxiliary services. Clearly the expectation is that these measures will in the long run enhance both the academic reputation and financial health of the University. How will we evaluate the success of this strategy? We need to have some criteria to measure progress in these areas, including criteria for evaluating the fiscal impact of contracting out of services.

The data collected by the Committee, although informative on broad trends, will need to be disaggregated in some areas to be more useful. For example, it would be instructive to be able to examine in detail the instructional category, with particular attention to changes in academic programs. A more detailed examination of the funding of the libraries, including some comparative data, would be of interest. Finally, several members of the Committee believe strongly in the need for an analysis of costs and revenues organized by responsibility centers, including agreement as to the identification of these centers.

COMMENTS ON THE TABLESPage 1: GROWTH IN EXPENDITURES BY FUNCTION

A. The figure that jumps out here is the 214.8% increase in Student Aid over the past five years. With the slowing of tuition increases, it is evident that increases in student aid can not continue at the rate of the past five years. Next year's budget calls for an increase of about 9% (10.6% undergraduate, 7% graduate); in FY 95, aid is budgeted to exceed the tuition increase by 2%.

The current student aid figure includes \$10-11 million for graduate students.

B. The category Administrative and General includes a number of items besides salaries, such as legal fees, risk management and insurance, the TQM and space study contracts, and some of the university's publications. For example, last year legal fees and settlements totalled about \$1.2 million; the space study contract was about \$200,000. Legal and insurance fees increased rapidly in the 1990-92 period.

C. The category Student Services includes the offices of Admissions, Enrollment Management, The Registrar, and the Dean of Students. The increase in Student Services, which was quite rapid in the 1989-92 period, is due in part to the increased effort in recruiting undergraduates. Both personnel and postage costs have increased substantially. This category also includes some publication costs.

D. The majority of the costs under Instruction are salaries. Clearly, individual faculty salaries have not gone up 45.9% during this period; a substantial part of the increased cost results from increasing the size of the full-time faculty. Between FY 88 and FY 93, compensation for part-time faculty increased by 36.3%.

E. Library expenditures are broken out in detail on page 9 of the charts. Clearly, increases in library spending have not kept pace with the overall rate of increase.

F. The category Maintenance & Operation of Plant includes expenses for university security.

G. The term Sponsored Programs refers to research and training programs with non-university sponsorship. Faculty compensation paid under such programs as the University Facilitating Fund appears under the Instruction category.

Page 2 COMPENSATION BY FUNCTION

A. General comment: Note that the rate of increase of compensation costs over the 5-year period is considerably less than the rate of increase in overall expenditures, as shown on Page 1.

B. The compensation costs in the Administration and General and Auxiliary Enterprises categories need to be adjusted for the fact that some functions performed "in-house" in 1988 have since been contracted out. When the salary portion of the contracted-out functions is added to the Administration and General total, the increase from FY 88-93 is about 32.9%, rather than the 12.6% shown; the increase for Auxiliary Enterprises becomes 18.0%. The increase in the total would be about 38.8%, rather than the 35.3% shown.

C. In-house research expenditures such as the University Facilitating Fund are shown here under Instruction, rather than Research.

Page 3 COMPENSATION OF ADMINISTRATIVE STAFF

A. The data on pages 2 and 3 are not strictly comparable. The data on page 2 are fiscal year data and include fringe benefit expenses. Those on page 3 are calendar year data and include only salaries and wages. After converting the data on page 2 to a calendar year, excluding fringe benefits, and adjusting for contracting out (as on page 2), the figures show a 6.8% increase per year, on a compounded basis, giving a total increase for the period of 29.9%.

B. Obviously, the University now has more administrative staff in the higher-paid brackets and fewer in the lower-paid brackets than 5 years ago, even correcting for inflation. The total number of administrative positions, as indicated in the footnote, has decreased during this period. In terms of numbers of staff per bracket, the University had 563 fewer administrative staff earning \$25,000 or less in 1992 than it had in 1988. The increases in the \$25,000-\$50,000, \$50,000-\$75,000 and over \$75,000 brackets were 206, 63, and 25 respectively.

Page 4-5 CONTRACTING EXPENSE

A. Food Services continues to be a money-losing operation; substantial changes have been made in the food service program for undergraduates for next year.

B. The Computing Services contract includes the Banner program. To some extent, GWU is serving as a testbed for this

system, which seems to be experiencing a difficult infancy.

Page 6 CAMPUS DEVELOPMENT

A. This category includes most campus renovations and improvements.

Page 7 ATHLETICS AND RECREATION SUMMARY

A. Of the approximately \$1.5 million growth over the 5-year period, exclusive of financial aid, roughly \$.9 million can be accounted for in the following categories:

1. Compliance (NCAA)	\$100,000
2. Training liability	\$200,000
3. Equity issues	\$100,000
4. Academic support	\$100,000
5. Development	\$ 50,000
6. Men's basketball	\$350,000

B. The number of student athletes receiving financial aid has increased from about 150 in 1988 to 196 in 1992, with an average aid package worth \$17,000 in 1992.

Pages 8-9 GELMAN LIBRARY SUMMARY

A. Although it is not noted on these charts, the libraries have been spared from any contribution to the \$1.5 million "tax" on academic programs in the 1993-94 budget. In view of recent rapid increases in the costs of publications, the rate of increase of collections expenses over this period is dismaying to many faculty.

Pages 10-13 FUND-RAISING RESULTS

A. The comparative fund-raising results on page 13 suggest that this is an area with considerable potential for increased effort. The same data indicate that GWU fundraising has been more effective, per unit of effort, than other schools in the table.

Page 14 ENROLLMENT MANAGEMENT SUMMARY

A. As noted earlier, Enrollment Management is included under Student Services on Page 1, an area with a very large increase over the past 5 years. The chart indicates that the increase in personnel costs is due not so much to an increased number of positions as to an increase in more highly compensated positions, filled by staff with considerable experience in enrollment management (cf. comments on Page 3).



At first glance, the figures seem to present a paradox: fewer applications and admissions, but much higher expenses for enrollment management. The huge increase in student aid is of course the main factor, but there are other items not shown here; for example, inquiries from prospective students increased from 55,000 in 1990 to 80,000 in 1992.

Page 15 RISK MANAGEMENT SUMMARY

A. The principal operating expense here is self-insurance for liability. In addition to insurance, risk management includes compliance with Federal and local safety standards, as well as improvement of operating procedures of GWU staff (for example, PPD staff) to reduce expenses associated with job-related injuries.

Page 16-17 PHYSICAL PLANT

A. The increases in this item have been quite small; in fact, the number of full-time positions has decreased sharply. The Committee has raised the issue of whether GWU is building up a substantial deferred maintenance problem; the belief in Rice Hall is that the problem is manageable and that deferred maintenance is shrinking rather than growing.

April 2, 1993

Members of the Fiscal Planning and Budgeting Committee:

Michael D. Bradley, Economics  
 Diane M. DePalma, Psychology  
 Charles A. Garriss, CMEE  
 William B. Griffith, Philosophy  
 William C. Handorf, Finance  
 Patricia M. Kelley, Associate University Librarian  
 Craig W. Linebaugh, Speech and Hearing  
 Anthony J. Mastro, Accountancy  
 Salvatore R. Paratore, Educational Leadership  
 Robert T. Smythe (Chair), Statistics/C&IS  
 Henry Solomon, Economics  
 Robert C. Waters, Engineering Management  
 Anthony M. Yezer, Economics

ex officio:

Don Boselovic, Director of the Budget  
 Robert A. Chernak, Vice President for Student and Academic Support  
 Services  
 Gerald P. Johnston, Executive Committee Liaison  
 Louis H. Katz, Vice President and Treasurer  
 Robert I. Keimowitz, Dean of the Medical Center  
 John A. Schauss, Associate Vice President for Finance

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## GROWTH IN EXPENDITURES BY FUNCTION

(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	(EST.) <u>FY 93</u>	INCREASE <u>FY 88-93</u>
Administration & General	\$11,804	\$13,586	\$13,104	\$16,156	\$19,606	\$18,009	52.6%
Student Services	5,853	6,547	8,990	10,487	10,590	10,359	77.0%
Instruction (a)	63,941	70,106	77,329	83,896	89,689	93,321	45.9%
Libraries	7,061	7,067	8,171	8,593	9,073	8,956	26.8%
Maintenance & Operation of Plant	15,227	14,588	16,859	17,435	17,783	16,782	10.2%
Other	3,480	4,034	4,631	5,199	4,812	4,820	38.5%
<b>Subtotal (b)</b>	<b>107,366</b>	<b>115,928</b>	<b>129,084</b>	<b>141,766</b>	<b>151,553</b>	<b>152,247</b>	<b>41.8%</b>
Sponsored Programs	16,054	18,024	19,195	20,621	24,074	26,000	62.0%
Student Aid	<u>14,740</u>	<u>16,810</u>	<u>23,838</u>	<u>29,601</u>	<u>38,278</u>	<u>46,406</u>	<u>214.8%</u>
<b>Total Expenditures</b>	<b>\$138,160</b>	<b>\$150,762</b>	<b>\$172,117</b>	<b>\$191,988</b>	<b>\$213,905</b>	<b>\$224,653</b>	<b>62.6%</b>

(a) Excludes Continuing Engineering Education Program expenditures, which decreased \$1.9 million during this period.

(b) Between 1988 and 1991 (most recent data available), the Higher Education Price Index increased 18% while University expenditures increased 32%.

**COMPENSATION BY FUNCTION**  
(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	(EST.) <u>FY 93</u>	<u>INCREASE</u> <u>FY 88-93</u>
Administration & General	\$14,738	\$16,861	\$17,423	\$18,639	\$15,912	\$16,593	12.6%
Student Services	4,875	5,359	6,206	7,093	7,665	7,835	60.7%
Instruction*	53,643	59,002	64,438	69,665	73,338	76,955	43.5%
Research	8,983	10,126	10,969	11,602	13,061	14,138	57.4%
Libraries	3,650	3,968	4,409	4,506	4,658	4,247	16.4%
Maintenance & Operation of Plant	11,495	12,093	13,136	13,867	14,281	13,346	16.1%
Auxiliary Enterprises	5,383	5,934	5,622	5,925	6,001	5,653	5.0%
Other	<u>1,766</u>	<u>2,051</u>	<u>2,257</u>	<u>2,523</u>	<u>2,486</u>	<u>2,624</u>	48.6%
<b>Total</b>	<b>\$104,533</b>	<b>\$115,394</b>	<b>\$124,460</b>	<b>\$133,820</b>	<b>\$137,402</b>	<b>\$141,391</b>	<b>35.3%</b>

\* Excludes Continuing Engineering Education Program

**COMPENSATION OF ADMINISTRATIVE STAFF\***  
(Calendar Year, In Thousands of Dollars)

<u>COMPENSATION RANGE</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>INCREASE 1988 - 1992</u>
\$25,000 and Under	\$29,731	\$30,589	\$31,094	\$29,992	\$28,212	(5.1%)
\$25,001 - \$50,000	18,387	20,581	22,611	24,763	25,390	38.1%
\$50,001 - \$75,000	4,725	5,298	6,791	7,610	8,565	81.3%
Over \$75,000	<u>1,638</u>	<u>2,880</u>	<u>3,578</u>	<u>4,345</u>	<u>5,585</u>	<u>241.0%</u>
<b>TOTAL</b>	<b>\$54,481</b>	<b>\$59,348</b>	<b>\$64,074</b>	<b>\$66,710</b>	<b>\$67,752</b>	<b>24.4%</b>

\* Includes full and part-time administrative positions, including academic units. From 1988 to 1992, the number of administrative staff decreased by 269 from 6,443 to 6,174.



# CONTRACTING EXPENSE

## Auxiliaries

### FOOD SERVICE (1)

Fiscal Year	Expense	Offsetting Revenue	Net Income
1993	\$5,804,000	\$4,972,000	(\$832,000) (2)
1992	\$5,933,000	\$5,087,000	(\$846,000)
1991	\$6,069,000	\$5,376,000	(\$693,000)
1990	\$6,134,000	\$5,437,000	(\$697,000)
1989	\$5,579,000	\$5,038,000	(\$541,000)
1988	\$5,209,000	\$4,591,000	(\$618,000)

### BOOKSTORE

Fiscal Year	Expense	Offsetting Revenue	Net Income
1993	\$575,000	\$1,030,000	\$455,000 (2)
1992	\$509,000	\$1,024,000	\$515,000
1991	\$506,000	\$990,000	\$484,000
1990	\$462,000	\$989,000	\$527,000
1989	\$6,582,000	\$6,582,000	\$0
1988	\$6,158,000	\$6,218,000	\$60,000

#### NOTES:

(1) = Reflects all revenues and expenses realized by the University from General Food Service, the GW Club, the Board Plan, and vending machines. Expenses include rental charges paid by the University for food service space in the Marvin Center. In FY-92, the Marvin Center rental charges totaled \$874,000.

(2) = Shaded areas represent periods during which services have been provided by contractors. Unshaded areas represent periods of self-operation by the University, including cost of goods sold.

## CONTRACTING EXPENSE

### Service Centers

FISCAL YEAR	MAIL SERVICE (1)	COMPUTING SERVICES	HOUSEKEEPING MANAGEMENT
1993	\$527,000 (2)	\$7,322,000 (2)	\$1,198,000 (2)
1992	\$520,000 (3)&(4)	\$7,274,000	\$1,102,000
1991	\$444,000	\$7,194,000	\$1,048,000
1990	\$413,000	\$6,840,000	\$1,067,000
1989	\$381,000	\$6,685,000	\$984,000
1988	\$389,000	\$6,465,000	\$977,000

- NOTES:**
- (1) = Mail Service expense is presented net of the cost of postage. As a result of contracting with Pitney Bowes, GW was able to reduce the cost of first class mail by 1.5 cents per piece as well as lower the cost of express mail. These savings of approximately \$100,000 in FY-93 have been passed on to departments.
  - (2) = Shaded areas represent periods during which services have been provided by contractors. Unshaded areas represent periods of self-operation by the University.
  - (3) = Increase in mail service costs for FY-92 over FY-91 can be attributed to dramatic increases in volume resulting from improved service. Incoming volume increased 15% (80,000 pieces per month), while outgoing volume increased 42% (220,000 pieces per month).
  - (4) = The Pitney Bowes contract came into effect in January 1992 rather than at the beginning of the fiscal year. As a result, the reported figure for FY-92 represents periods of both contracted service and self-operation by the University.

**CAMPUS DEVELOPMENT**  
(In Thousands of Dollars)

	<u>ACADEMIC (1)</u>	<u>ADMINISTRATION</u>	<u>MAJOR DEVELOPMENT PROJECTS (2)</u>	<u>PUBLIC (3)</u>	<u>INFRASTRUCTURE (4)</u>	<u>PARKING</u>
FY 93	\$2,277	\$518	\$1,093	\$1,133	\$825	\$450
FY 92	5,077	104	531	605	1,024	338
FY 91	12,548	186	274	545	267	244
FY 90	1,478	176	0	677	39	449
FY 89	823	0	0	105	987	732
FY 88	4,575	0	0	271	8,320	113

(1) Includes Virginia Campus expenditures of:

FY 88	\$60
FY 89	\$175
FY 90	\$1,056
FY 91	\$11,998
FY 92	\$4,145
FY 93	\$207

(2) Includes Marvin Center renovation and Health and Wellness project.

(3) Includes Smith Center, Marvin Center, Usner Auditorium, Elevators and Lobbies.

(4) Includes HVAC, electrical and telecommunications systems.

**ATHLETICS AND RECREATION SUMMARY**  
(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	(EST.) <u>FY 93</u>	INCREASE <u>FY 88 - 93</u>
<b>EXPENDITURES</b>							
Compensation	\$1,455	\$1,686	\$1,890	\$2,161	\$2,324	\$2,458	68.9%
Operating Expenses	954	1,101	1,359	1,592	1,522	1,495	56.7%
Equipment	<u>90</u>	<u>70</u>	<u>88</u>	<u>54</u>	<u>147</u>	<u>40</u>	(55.6%)
<b>TOTAL EXPENDITURES</b>	<b>\$2,499</b>	<b>\$2,857</b>	<b>\$3,337</b>	<b>\$3,807</b>	<b>\$3,993</b>	<b>\$3,993</b>	<b>59.8%</b>
<b>REVENUE RECOVERY</b>							
Gifts & Bequests	\$85	\$64	\$116	\$124	\$150	\$150	76.5%
Athletic Ticket Sales	41	34	59	62	119	162	295.1%
Camps & Clinics	16	15	16	20	31	34	112.5%
Promotions/Sponsorships	57	111	68	27	87	150	163.2%
Smith Center	104	151	83	159	138	150	44.2%
Other Income	<u>81</u>	<u>75</u>	<u>352</u>	<u>164</u>	<u>208</u>	<u>171</u>	<u>111.1%</u>
<b>TOTAL REVENUE RECOVERY</b>	<b>\$384</b>	<b>\$450</b>	<b>\$694</b>	<b>\$556</b>	<b>\$733</b>	<b>\$817</b>	<b>112.8%</b>
<b>UNIVERSITY CONTRIBUTION</b>	<b>\$2,115</b>	<b>\$2,407</b>	<b>\$2,643</b>	<b>\$3,251</b>	<b>\$3,260</b>	<b>\$3,176</b>	<b>50.2%</b>
<b>FINANCIAL AID*</b>							
Tuition	\$1,031	\$1,143	\$1,573	\$1,860	\$2,334	\$2,958	186.9%
Room	129	143	179	213	281	291	125.6%
Board	103	114	125	138	199	167	62.1%
Books, Misc.	<u>25</u>	<u>28</u>	<u>41</u>	<u>50</u>	<u>63</u>	<u>84</u>	<u>236.0%</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,288</b>	<b>\$1,428</b>	<b>\$1,918</b>	<b>\$2,261</b>	<b>\$2,877</b>	<b>\$3,500</b>	<b>171.7%</b>

\* As is the case with other institutional financial aid, these expenditures generally do not represent cash disbursements and are offset by tuition and fees revenue

# GELMAN LIBRARY SUMMARY

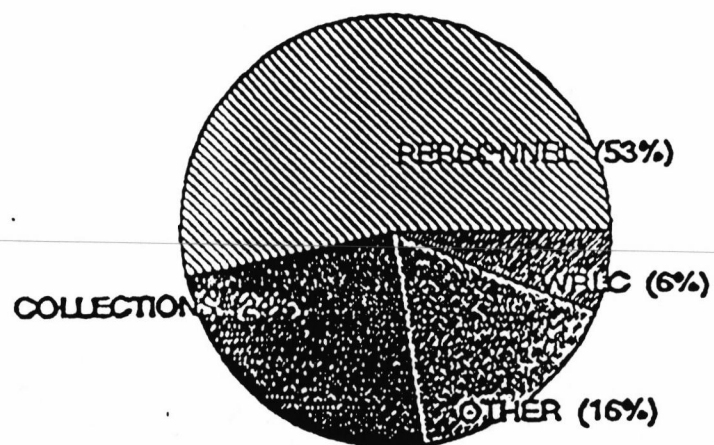
(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	(EST.) <u>FY 93</u>	INCREASE <u>FY 88-93</u>
<b>UNRESTRICTED</b>							
Number of fulltime positions							
Professional Librarians	27	27	25	26	26	25	(7.4%)
Other	79	78	75	76	70	68	(13.9%)
Compensation	\$2,779	\$3,049	\$3,321	\$3,349	\$3,396	\$3,352	20.6%
Operating Expense	741	621	661	1,106	1,262	1,109	49.7%
Collections	1,232	882	1,297	1,365	1,403	1,556	26.3%
Equipment	98	31	24	27	30	76	(22.4%)
Total	\$4,850	\$4,583	\$5,303	\$5,877	\$6,091	\$6,093	25.6%
<b>RESTRICTED</b>							
Compensation			\$2	\$23	\$30	\$4	N/A
Operating Expense	10	10	32	260	151	25	150.0%
Collections	393	366	286	179	274	326	(17.0%)
Equipment	14	1	62	22	50	21	50.0%
Total	\$417	\$377	\$382	\$484	\$505	\$376	(9.8%)
<b>COMBINED</b>							
Compensation	\$2,779	\$3,049	\$3,323	\$3,372	\$3,426	\$3,356	20.8%
Operating Expense	751	631	693	1,396	1,413	1,134	51.0%
Collections	1,625	1,248	1,583	1,544	1,677	1,882	15.8%
Equipment	112	62	86	49	80	97	(13.4%)
Total	\$5,267	\$4,990	\$5,685	\$6,361	\$6,596	\$6,469	22.8%

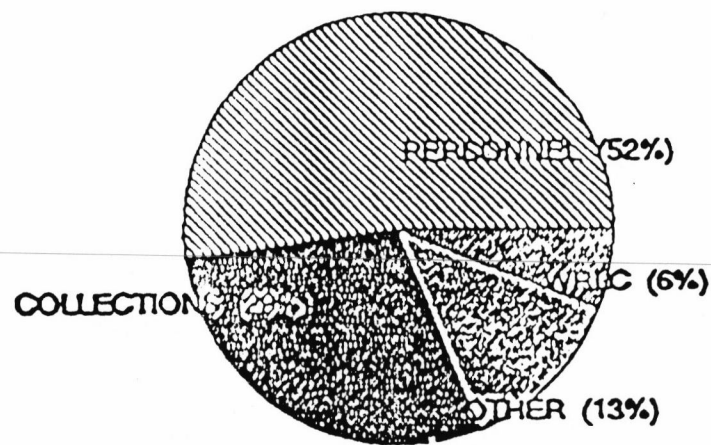


## GELMAN LIBRARY

1990/91 Expenditures\*



1992/93 Budget



- As reported by the Association of Research Libraries, the average distribution of operating expenditures for libraries in 1991 was: Salaries - 52%, Collections - 33%, Other - 15%.

## FUND-RAISING RESULTS

(In Thousands of Dollars)

<u>YEAR</u>	<u>GIFTS TO CURRENT OPERATIONS</u>	<u>GIFTS TO CAPITAL PURPOSES (PLANT &amp; ENDOWMENT)</u>	<u>GRANTS FROM PRIVATE SOURCES FOR RESEARCH &amp; PROGRAMS</u>	<u>TOTAL VOLUNTARY SUPPORT</u>	<u>THREE YEAR AVERAGE (a)</u>
1992-93	\$ 6,000 (est)	\$ 10,000 (est)	\$ 5,000 (est)	\$ 21,000 (est)	\$21,341
1991-92	5,961 (b)	7,360	4,883	18,205	19,524
1990-91	6,871	13,015	4,933	24,818 (c)	19,400
1989-90	6,554	4,129	4,866	15,549	16,589
1988-89	6,276	7,724	3,834	17,834	16,489
1987-88	5,728	7,876	2,780	16,384	15,550

- (a) Year-to-year fund-raising results can be expected to fluctuate. Therefore, trends in fund-raising results are generally measured in terms of averages for three-year periods.
- (b) Decrease from 1990-91 to 1991-92 reflects an accounting redefinition by which certain payments received by the Medical Center were previously regarded as gifts but are now classified as grants.
- (c) Includes a single bequest of \$7,800,000, which established a trust held outside the University for benefit of the GW Medical Center.

## FUND-RAISING RATIOS

(In Thousands of Dollars)

<u>YEAR</u>	<u>AVERAGE ANNUAL SUPPORT</u>	<u>FUND-RAISING EXPENDITURES</u>	<u>COST EFFECTIVENESS (COST PER DOLLAR RAISED)</u>
1993	\$21,341	\$2,147	10.1%
1992	19,524	2,084	10.7%
1991	19,400	1,975	10.2%
1990	16,589	1,856	11.2%
1989	16,489	1,459	8.8%
1988	15,550	1,208	7.8%

# **COMPARATIVE FUND-RAISING RESULTS** (In Thousands of Dollars)

The following is the most recent data available on fund-raising trends for GW and a sample of other schools.

	<u>1985-1988</u>	<u>1989-1991</u>	<u>INCREASE</u>
American	\$5,044	\$5,735	13.7%
George Washington	15,550	19,400	24.8%
Georgetown	28,859	28,688	(0.6%)
Syracuse	21,171	25,615	21.0%
Tufts	23,347	35,919	53.8%
Tulane	23,141	24,809	7.2%

## COMPARATIVE FUND-RAISING RATIOS

(In Thousands of Dollars)

	<u>AVERAGE ANNUAL SUPPORT, 1988-91 (a)</u>	<u>TOTAL FUND-RAISING EXPENDITURES, 1989-90 (b)</u>	<u>COST EFFECTIVENESS (COST PER DOLLAR RAISED)</u>
American	\$5,735	\$1,903	33.2%
Georgetown	28,688	6,212	21.7%
Syracuse	25,615	3,162	12.3%
Tufts	35,919	5,147	14.3%
Tulane	24,809	4,214	17.0%
George Washington	19,400	1,856	9.6%

- (a) Voluntary Support of Education Surveys  
 (b) Center for Information Planning

1989-90 are the most recent comparative expenditure data available.

**UNDERGRADUATE  
ENROLLMENT MANAGEMENT SUMMARY**  
(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>EST. FY 93</u>	<u>INCREASE FY 88-93</u>
<b>ENROLLMENT MANAGEMENT SUMMARY</b>							
Number of FT Positions	56	55	62	64	66	65	16.1%
Compensation	\$1,451	\$1,506	\$1,881	\$2,087	\$2,408	\$2,404	65.7%
Operating Expense	722	739	1,316	2,062	1,681	1,650	128.5%
Equipment	<u>3</u>	<u>3</u>	<u>27</u>	<u>38</u>	<u>34</u>	<u>8</u>	<u>166.7%</u>
<b>TOTAL ENROLLMENT MANAGEMENT</b>	<b>\$2,176</b>	<b>\$2,248</b>	<b>\$3,224</b>	<b>\$4,187</b>	<b>\$4,123</b>	<b>\$4,062</b>	<b>86.7%</b>
<b>OTHER DATA</b>							
Applications	8,567	8,871	8,005	7,324	7,031	7,053	(17.7%)
Admissions	5,894	6,127	6,153	5,886	5,213	5,421	(8.0%)
Entering Freshmen & Transfers	1,572	1,728	1,850	1,542	1,454	1,445	(8.1%)
Undergraduates Receiving Student Financial Assistance	1,241	1,408	1,822	2,144	2,713	3,019	143.3%



## RISK MANAGEMENT SUMMARY

(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>(EST.) FY 93</u>	<u>INCREASE FY 88-93</u>
Number of FT Positions	3	3	5	5	4	4	33.3%
Compensation	\$91	\$82	\$187	\$177	\$182	\$193	112.1%
Operating Expense	1,073	1,228	1,141	1,416	1,215	1,301	21.2%
Equipment	<u>-</u>	<u>11</u>	<u>1</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>N/A</u>
<b>Total Risk Management &amp; Insurance</b>	<b>\$1,164</b>	<b>\$1,321</b>	<b>\$1,329</b>	<b>\$1,599</b>	<b>\$1,398</b>	<b>\$1,495</b>	<b>28.4%</b>

# PHYSICAL PLANT SUMMARY

(In Thousands of Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	(EST.) <u>FY 93</u>	INCREASE <u>FY 88-93</u>
NUMBER OF FULL-TIME POSITIONS	377	375	376	371	348	281	(25.5%)
COMPENSATION	\$9,511	\$9,918	\$10,528	\$11,019	\$11,305	\$9,567	0.6%
OPERATING EXPENSE	8,845	7,568	9,197	11,282	10,327	9,344	5.6%
EQUIPMENT	57	59	115	173	92	62	8.8%
TOTAL DIRECT EXPENSE	18,413	17,545	19,840	22,474	21,724	18,973	3.0%
LESS ALLOCATED COSTS	(5,982)	(5,610)	(6,321)	(8,789)	(8,165)	(7,328)	22.5%
NET DIRECT EXPENSE	\$12,431	\$11,935	\$13,519	\$13,685	\$13,559	\$11,645	(6.3%)

**COMPARATIVE PHYSICAL PLANT COSTS (a)**  
(FY 1990, \$ Per Gross Square Foot)

	<u>George Washington</u>	<u>Georgetown</u>	<u>American</u>	<u>National Mean (b)</u>
Administrative	0.183	0.510	0.401	0.216
Architectural/Engineering	0.247	0.510	0.015	0.167
Building Maintenance	1.461	0.890	1.180	0.983
Custodial	1.792	0.890	0.654	0.914
Grounds	0.149	0.890	0.465	0.228
Utilities	0.911	2.130	0.157	0.493
Motor Pool	<u>0.240</u>	<u>N/A</u>	<u>0.161</u>	<u>0.067</u>
<b>Total Plant Costs</b>	<b>4.983</b>	<b>5.820</b>	<b>3.033</b>	<b>3.068</b>

- (a) Based on 1990 survey of the Association of Physical Plant Administrators.  
(b) For research institutions with a student FTE between 12,000 and 20,000.

REPORT OF THE EXECUTIVE COMMITTEE  
APRIL 9, 1993  
BY  
PROFESSOR LILIE R. ROBINSON, CHAIR

On behalf of the Executive Committee, I would like to report on matters that have come before it since the March Senate meeting.

I. AD HOC COMMITTEE ON DEPARTMENTAL CHAIRS

The Executive Committee has appointed an Ad Hoc Committee on Departmental Chairs to study the duties, authority, and responsibility of Chairs. The members are:

Professor Salvatore F. Divita, Chair (SBPM)  
Professor Carole H. Hoare (SEHD)  
Professor Roger H. Lang (SEAS)  
Professor Randall K. Packer (CCGSAS)  
Professor Judith A. Plotz (CCGSAS)

II. DATE OF MAY SENATE MEETING

Please note that the May Senate meeting is being rescheduled to Thursday, May 6, rather than as originally listed for May 7. The change is necessitated by the scheduling of the Board of Trustees meeting on May 7.

III. OTHER MATTERS

(1) A Resolution on Early Tenure was submitted by the Professional Ethics and Academic Freedom Committee. The Executive Committee has placed this resolution on hold because Vice President French has informed the Executive Committee that he is drafting a new statement with respect to early tenure that would be consistent with the provisions of the Faculty Code. The Administration's policy statement on early tenure now in effect was issued by the previous Vice President for Academic Affairs. The PEAFC Committee was asked to review that statement and it concluded that this policy statement was inconsistent with the Faculty Code provisions pertaining to tenure.

(2) Chairs of Senate Standing Committees are reminded that Annual Reports of their respective Committees are due by the May 6th Senate meeting, the first meeting of the new session. The Chairs are requested to note any continuing business which would be a matter for next year's committees. Those Senate members who are not returning as Chairs are asked to pass on their Committee files to the new Chairs.

(3) The Joint Executive Committees of the 1992-93 and 1993-94 Sessions will meet on April 23rd to nominate the new Chairs and members of the Senate Standing Committee and to set the agenda for the May 6th Senate meeting.

I would like to take this opportunity to extend sincere thanks to the outgoing members of the Executive Committee - Professors Divita, Felts, and Hill - and to the outgoing members of the Senate for their hard work, enormous dedication, and enthusiasm.

Thank you.





THE GEORGE WASHINGTON UNIVERSITY  
WASHINGTON, DC

The Faculty Senate

March 29, 1993

The Faculty Senate will meet on Friday, April 9, 1993, at 2:10 p.m. in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of March 12, 1993
3. Resolutions:

A RESOLUTION ON RELIGIOUS OBSERVANCES DURING THE ACADEMIC YEAR (92/6) with accompanying Report; Professor Lilien F. Robinson, Chair, Executive Committee (Resolution 92/6 and Report are attached.)
4. Introduction of Resolutions
5. Report by Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee (Report to be distributed)
6. General Business:
  - (a) Nomination for election of the following nominees to the Executive Committee for the 1993-94 Session proposed by the Nominating Committee, Professor William R. Felts, Chair: Professor Lilien F. Robinson (CCGS), as Chair; Professor Mervyn L. Elgart (SMHS); Associate Professor Ernest J. Englander (SBPM); Professor Robert J. Harrington (SEAS); Professor Dennis H. Holmes (SEHD); Professor Gerald P. Johnston (NLC); and Professor Joseph Pelzman (ESIA), as the other six members
  - (b) Nomination for election of five faculty members and Chair to the Dispute Resolution Committee (nominations to be made)
  - (c) Nomination for appointment by the President to various Administrative Committees (nominations to be made)



6. General Business (cont'd):

- (d) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
- (e) Annual Reports of Senate Standing Committees (due on or before May Senate meeting)

7. Brief Statements (and Questions)

8. Adjournment

A handwritten signature in cursive script, reading "J. Matthew Gaglione". The signature is written in dark ink and is positioned above the printed name and title.

J. Matthew Gaglione  
Secretary

A RESOLUTION ON RELIGIOUS OBSERVANCES  
DURING THE ACADEMIC YEAR (92/6)

WHEREAS, University policy imposes an obligation on faculty to accommodate their classroom activities to specified days of religious observance and to extend to students the courtesy of absence without penalty on specified religious holidays; and

WHEREAS, claims for such accommodation have multiplied with the increasing number and diversity of religiously-observant students (as many as 43 religious holidays have been identified during the nine months of the academic year); and

WHEREAS, such multiplicity of claims make it impracticable, and their legitimacy makes it inappropriate, for the University to specify henceforth which of these holidays faculty should accommodate; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. That students notify faculty at the beginning of the semester of their intention to be absent from class on their day(s) of religious observance; and
2. That faculty continue to extend to these students the courtesy of absence without penalty on such occasions; and
3. That faculty who intend to observe a religious holiday arrange at the beginning of the semester to re-schedule missed classes and to make other provisions for re-scheduling their course-related activities.

Executive Committee of the Faculty Senate  
March 26, 1993

March 29, 1993

To: The Faculty Senate  
Fr: Executive Committee of the Faculty Senate

Report Accompanying the Resolution on Religious Holidays

The Executive Committee offers this resolution (to alter University policy on religious holidays) after deliberation on several points raised in a memorandum from Vice President French, dated 6 January 1993. With the latter's permission, the Committee has excerpted those portions of the French memorandum which bear most directly on the points raised. These excerpts are submitted by way of a report accompanying the resolution:

"GW has gone beyond pluralism in terms of the cultural and religious diversity of the constituents of our community. One of the challenges we face, given our inclusiveness and our nonsectarian character, is the reconciliation of formal respect for the religious convictions and practices of our heterogeneous community with the requirements of our academic calendar. . . .

"It is the richness of religious traditions that confronts us with a genuine dilemma. How do we reconcile a policy of deference to this pluralism of religious traditions each with its respective obligations and our obligation to fulfill the academic commitment that we have made to all students within the constraints of what is in any event a minimum academic year? Upon examination, the dilemma becomes even more difficult to resolve because of certain subsets of issues.

"The cardinal choice would seem to be between a policy that granted recognition of totally self-defined religious obligations by all individual students and faculty and a policy in which no official recognition is taken of any religious holidays. The former would have the consequence of placing the burden on each faculty member to adjust her or his teaching to whatever pattern of attendance or nonattendance flowed from the religious demography of any particular class. [Note: the proposed resolution basically reflects this course of action.] The latter would place the burden entirely upon the individual student to reconcile her or his religious obligations with the demands of each course syllabus. . . .

"The path that we have been trying to walk for the last two decades is a middle one in which a limited number of 'major' religious holidays of the 'major' religious traditions are recognized as ones on which instructors are requested to adjust their teaching to enable observant students to more easily reconcile their academic and religious obligations. This policy of compromise is proving increasingly more difficult to sustain; that fact has given rise to this memorandum.

"The growth in the sheer number of faiths to which GW students and/or faculty adhere is the most obvious factor, but not a negligible one. I have in front of me a calendar of religious holidays distributed by the National Conference of Christians and Jews. This roster lists 43 such holidays in the nine months of our academic year. Eleven of them are marked as days on which members of a faith group may be absent if these days are not general holidays. . . .

"There is a further complicating element which is exceedingly difficult for a nonsectarian institution to handle. This derives from the differences and/or disagreements between and among different branches of the same religious traditions with respect to the identification of true days of obligation and the manner of observance required. . . . Clearly it is a delicate if not inappropriate role for the University to decide which religious holidays deserve to appear on its 'official' list. And this difficulty cannot be eluded so easily as one might think for the reasons alluded to in the previous paragraph. One might suspect that it would be a simple matter to ask clerics or other authorized religious leaders to make that identification for us. But our choice of authorities to be consulted would itself determine the outcome of that inquiry. As Sartre insisted so relentlessly, in our choice of advisors on difficult issues we have in fact chosen the advice we wish to hear. . . .

"Finally, and this relates to the fact that very different forms of expression of piety are sanctioned by different traditions. For some there is mandatory participation in religious rituals at specified times and/or places which clearly would require absence from class. For others there is a prohibition against participation in any secular activities during stated intervals. For others the obligation is an entirely private and/or interior activity that does not entail overt conflict with class participation -- but practitioners of which would expect to be accorded the dignity of official University recognition of their major holy days on the same footing with others.

"Thus far I have left unaddressed the ingenuous query from one of our colleagues that prompted all this, namely, what does it mean in specific terms to require faculty to 'accommodate' the pious practices of our students on the holy days of their religious tradition? An editorial that appeared last fall in the student newspaper of another major university provided their administration with a detailed bill of particulars. 'For example, professors should be required to distribute lecture notes and/or tapes of the class, or to schedule makeup sessions to be taught by themselves or their teaching assistants. Seminars where discussions are vital for an understanding of the material should be rescheduled, if at all possible.' I am not certain, but I suspect this may go beyond what the Senate intended when it passed Resolution 71/36."

